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ABSTRACT

This tentative agreement form and organizational structure was proposed to create a broad-based policy and decisionmaking body for operation of the Consortium to Produce Performance Objectives and Criterion-Referenced Measures in Occupational Education. It is part of a project designed to develop a multi-State consortium whose primary concern will be educational accountability. Five major topics are discussed: (1) Proposed Consortium Agreement (consortium agreement, general conditions of the agreement, State or agency responsibilities, and central consortium staff responsibilities); (2) Introduction to Proposed Organizational Plan; (3) The Role of the Administering Agency (responsibilities of the administering agency, fiscal control and auditing, and consultation services); (4) The Board of Directors for the Proposed Consortium (role of the Board of Directors, membership of the Board of Directors, qualifications of the Board members, length of terms of Board members, schedule of meetings, attendance of meetings, and advisory committee); and (5) The Role and Scope of the Central Staff (executive director--duties and responsibilities, and initial central staff requirements. (HD)

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A PROJECT FOR THE DEVELOPMENT OF A
MULTI-STATE CONSORTIUM FOR THE PRODUCTION OF
PERFORMANCE OBJECTIVES AND CRITERION MEASURES IN
OCCUPATIONAL EDUCATION, FLORIDA DEPARTMENT OF EDUCATION
GRANT NUMBER S.D.E. 730-073

Third Report

Tentative Agreement Form and Organizational Structure For A Multi-State Consortium To Produce Performance Objectives And Criterion-Referenced Measures In Occupational Education

March, 1973

U.S. DEPARTMENT OF HEALTH, EDUCATION & WELFARE
NATIONAL INSTITUTE OF EDUCATION

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PART I

PROPOSED CONSORTIUM AGREEMENT

MULTI-STATE CONSORTIUM FOR
THE PRODUCTION OF PERFORMANCE OBJECTIVES
AND CRITERION-REFERENCED MEASURES IN
OCCUPATIONAL EDUCATION

CONSORTIUM AGREEMENT

This AGREEMENT is made this _____ day of _____, 19___, by and between the State of _____ and administering agency. Provisions and conditions of the AGREEMENT are to be administered through the administering agency by the CONSORTIUM Board of Directors.

GENERAL CONDITIONS OF THE AGREEMENT

(1) The AGREEMENT is for a period of one (1) year and will be renegotiated annually within sixty (60) days of its termination.

(2) The accounting of all monetary receipts and disbursements under the provisions of this AGREEMENT will be through the administering agency. An annual audit will be made by a certified public accounting firm selected by the administering agency.

(3) The professional personnel of the central staff and the Board of Directors of the CONSORTIUM will meet the requirements set forth in the Organizational Structure Plan, the content of which is hereby made applicable to this AGREEMENT.

(4) All materials produced by the efforts of the CONSORTIUM or those developed as a part of the membership requirements become the property of all states that are members of the CONSORTIUM. Such materials will be sold, exchanged, or otherwise controlled by the Board of Directors.

(5) All materials produced through the efforts of the CONSORTIUM will be copyrighted by the state or agency producing the material with privileges granted to the CONSORTIUM members for reproduction and use in their educational programs. Any royalties realized by the sale of materials produced by the CONSORTIUM will be placed in a contingency fund for the purpose of updating and revising the catalogs. Other uses of the funds may be granted by a 2/3 vote by the Board of Directors based on a recommendation by its Executive Director.

(6) Utilization of unexpended funds will be determined by the Board of Directors of the CONSORTIUM.

(7) The initial period of membership will be open from _____ through _____ and will be closed until a new membership acceptance period is determined by the Board of Directors of the CONSORTIUM.

(8) States or institutions desiring to join the CONSORTIUM must request admittance at least thirty (30) days prior to the acceptance period established by the Board of Directors of the CONSORTIUM. New members must agree to pay an entrance fee consisting of their proportional share of the prior year's costs of the CONSORTIUM operation plus the annual membership fee.

(9) The Board of Directors of the CONSORTIUM, through its Executive Director, will notify all states which are not members at least ninety (90) days prior to the acceptance period so that they may exercise their right to join.

STATE OR AGENCY RESPONSIBILITIES

A state or agency member of the CONSORTIUM agrees to the following conditions:

(1) to develop assigned and/or selected catalogs of performance objectives and criterion-referenced measures under provisions of a standard performance contract adopted by the Board of Directors of the CONSORTIUM. The cost of these projects will be borne by the member state or agency and will provide the primary financial input of the state or agency.

(2) to contribute to the computer-based collection any performance objectives and criterion-referenced measures in Occupational Education already developed or under development. This collection will be available to all members of the CONSORTIUM.

(3) to participate in the selection of various committees within each state or agency to conduct validation, dissemination, and implementation activities concerning products of the CONSORTIUM.

(4) to select an existing staff member or to employ a new staff member to serve as Technical Coordinator on a full-time basis within the state or agency. (Duties and responsibilities are elaborated in the Organizational Structure Plan section of this AGREEMENT.)

(5) to provide one (1) voting representative from the state or agency to serve as a member of the Board of Directors of the CONSORTIUM. (Membership qualifications and responsibilities are provided in the Organizational Structure Plan attached as a part of the AGREEMENT.)

(6) to develop and implement a comprehensive plan for the dissemination of materials developed and distributed by the CONSORTIUM effort.

(7) to develop and implement a comprehensive plan of pre-service and in-service teacher education concerning the proper utilization and implementation of products produced by the CONSORTIUM effort.

(8) to pay an annual fee for operation of the CONSORTIUM. The initial fee will be $_____ per state or agency payable within sixty (60) days of the beginning of the fiscal year 1973-1974.

CENTRAL CONSORTIUM STAFF RESPONSIBILITIES

The Board of Directors, through their Executive Director and the Central Staff of the CONSORTIUM, will provide the following services to the members:

(1) technical assistance in the development of proposals, catalogs of performance objectives, and criterion-referenced measures in Occupational Education.

(2) continuous training programs for the Technical Coordinator in each state or agency to direct, manage, and monitor CONSORTIUM projects within the particular state or agency for the express purpose of assuring quality control and developmental validity.

(3) assistance to the member state or agency in the design and implementation of in-service training programs, dissemination models. (At least one conference, broadly based, will be conducted annually to assist in this activity.)

(4) performance contracts for each project in a state or agency which provides product time frames, procedural activities, validation measures and activities, field testing, evaluation of the product, and coding for computer application.

(5) performance contract management assistance and technical consultation throughout the projects.

(6) administration and coordination of projects and the development of finished materials. Activities will be essentially handled through the Technical Coordinator in each state or agency.

(7) continuous research in the areas of performance objectives, criterion-referenced measures, and educational consortia or agency.

(8) computerization of performance objectives and criterion-referenced measures in Occupational Education.

(9) contract with existing curriculum laboratories and/or private printing firms for high quality, loose leaf, mass produced catalogs of performance objectives, criterion-referenced measures, and limited instructional aids such as transparency masters, charts, figures, sketches, and graphs.

(10) development of coalitions with business, industry, and other private agencies or foundations to support efforts of the CONSORTIUM.

(11) contingency fund for the primary purpose of updating and revising the catalogs of performance objectives and criterion-referenced measures.

(12) technical assistance and emergency financial aid to states or agencies which cannot achieve their contracted obligation for a project due to unforeseen problems. (The analysis of the emergency will be the responsibility of the CONSORTIUM staff; the decision on emergency financial assistance will rest with the Board of Directors.)

The agreement forms will be received and processed by the Executive Director of the CONSORTIUM, reviewed by the Staff, and approved by the Board of Directors.

A state or agency may cancel the AGREEMENT by giving written notice at least sixty (60) days prior to a regular business meeting of the Board of Directors. Membership fees will not be refunded. The state or agency will be entitled to all services and products accrued through the date of the withdrawal. The Board of Directors of the CONSORTIUM may cancel an agreement if a state or agency does

not meet all the conditions of the AGREEMENT and/or does not develop projects under the conditions of the performance contract. The same written notice will be afforded the state or agency by the Board of Directors which applies to the cancellation of an AGREEMENT by a state or agency.

Director of Administering Agency	State Contracting Official
Chairman of the Board of Directors	Director of Vocational Education
Executive Director of the CONSORTIUM	Agency Director or President
	Legal Officer of State or Agency
	Notary Public

PART II

INTRODUCTION TO PROPOSED ORGANIZATIONAL PLAN

INTRODUCTION

The following tentative organizational structure is proposed to create a broad-based policy and decision-making body for operation of the Consortium to Produce Performance Objectives and Criterion-Referenced Measures in Occupational Education. This structure is recommended until such time as an in-depth study of the organizational structures and management procedures of currently operating educational consortia is completed. The study will also include an analysis of educational consortia which, for one reason or another, are no longer operational. The results of this study will include additional organizational recommendations to the policy-making body for their consideration. The primary emphasis of the study will be five-fold:

(1) to develop and recommend a structure and management process designed to facilitate the development of performance objectives and criterion-referenced measures in Occupational Education

(2) to assure that the procedures, policies, and practices of the consortium are developed and administered through a broadly representative body

(3) to assure that the management structure adopted for the consortium is based on the accountability processes developing in education, i.e., performance contracting, independent achievement audits, third party assessment, etc.

(4) to provide structural and management roles of all the groups forming the consortium so that conflict which develops can be properly resolved

(5) to assure that the management process recommended has as a chief emphasis a high degree of responsiveness by the Board of Directors and Central Staff to the needs of the consortium members

Additional input will be obtained from the conference participants and cooperating states during a meeting in Atlanta, Georgia, beginning on April 3 and extending through April 5, 1973. When the results of the comprehensive study are complete, the Board of Directors will have the opportunity to review, alter, and either accept or reject the procedures and structure recommended. They may require additional study or adopt a different structure and management process.

PART III

THE ROLE OF THE ADMINISTERING AGENCY

THE ROLE OF THE ADMINISTERING AGENCY

The administering agency must have a recognized capability to perform the developmental, coordination and administration activities required by the consortium. In addition, the administration agency must have sound contacts within the area served by the membership of the consortium and at the national level. These contacts should be such that they facilitate the purposes and functions of the consortium. The administering agency must be non-governmental and non-profit with a capability to provide the basic needs of the consortium at the lowest cost. The administering agency must possess a comprehensive involvement in Occupational Education demonstrated by past activities and interests.

Responsibilities of the Administering Agency

The primary responsibility of the administering agency is to provide a base of operation for the consortium. The administering agency will be selected by the Board of Directors from those agencies which are nominated from the floor of the conference April 3-5, 1973 in Atlanta, Georgia. Those agencies nominated will be asked, in writing, if they desire to provide the operating base for the consortium. The results of these inquiries will become a part of the third report of the project with the selection of an agency made by a poll of those who will form the Board of Directors. The selection will be made based upon the criteria identified in the Role of the Administering Agency (preceding this part of the report).

Fiscal Control and Auditing

The administering agency will serve as fiscal agent for the consortium. All receipts and dispersements will be through the established procedures of the administering agency. Expenditures and receipts will be audited, by a firm designated by the administering agency, on an annual basis.

Consultation Services

The administering agency will provide, upon request, consultative services from its staff members to the Board of Directors and the Executive Director of the consortium. Such consultative assistance will be provided on the basis of staff availability and in each case upon a request by the Board of Directors or its Executive Director. The nature of the consultative services will be for educational contacts, proposal development, program development and other related activities vital to the success of the consortium.

PART IV

THE BOARD OF DIRECTORS

FOR THE PROPOSED CONSORTIUM

THE BOARD OF DIRECTORS FOR THE PROPOSED CONSORTIUM

The Role of the Board of Directors

The Board of Directors is a representative body which has as its primary function to serve as the policy-making body for the consortium and is the chief source of direction and development of the consortium. Its policies are carried out by its Executive Director who serves as the administrative officer. The Board of Directors reviews and adjusts the budget, determines priority of expenditures, recommends employees to the administering agency.

Membership of the Board of Directors

The membership of the Board of Directors consists of one (1) person from each paying member state or agency. The head of the administering agency or his designated representative serves as an ex officio member but does not have voting privileges. The Executive Director completes the make-up of the Board of Directors and serves as the administrator for the consortium but does not exercise voting privileges.

Qualifications of the Board Members

The qualifications of the members of the Board of Directors are not rigid. Members should have experience in curriculum development and/or related research in Occupational Education. As a representative of a state or agency, the member must be appointed by a person designated as the State Director of Vocational Education in their State Plan for Vocational Education or the appropriate

head of the agency. This representative may be the State Director of Vocational Education. Other members may be appointed to the Board of Directors by a two-thirds vote of the total membership. The Executive Director of the Board of Directors shall meet the qualifications for the position established by the administering agency.

Length of Terms for Board of Directors

The length of term, replacement of representatives, and other matters regarding the membership of the Board of Directors will be determined as the consortium develops. These items will be described in detail and will become a part of the Board of Directors' operating policies.

Schedule of Meetings

The Board of Directors and its Executive Director will set the number and regularity of meetings. In the beginning, meetings will, by necessity, be more frequent but should diminish to the minimum of at least one per quarter. Additional meetings may be called by a majority of the Board of Directors or its Chairman in cooperation with the Executive Director.

Attendance of Meetings

The meetings will be called sufficiently in advance to allow for each member to attend. Continuity and understanding of previous actions of the Board of Directors is vital to the efficient conduct of business for this type of consortium. Because of the need for continuity and the understanding of

previous decisions, no substitutes will be accepted for attendance during called business meetings of the Board of Directors.

Advisory Committee

The Board of Directors will appoint advisory committees or ad-hoc committees representing business and industry as the need for such committees arises. A general advisory committee will be appointed within the first twelve months which will be representative of the major divisions of business and industry as identified in the cluster designations published by the U. S. Office of Education.

PART V

THE ROLE AND SCOPE OF THE CENTRAL STAFF

THE ROLE AND SCOPE OF THE CENTRAL STAFF

Executive Director--Duties and Responsibilities

The Executive Director serves as a member (ex officio) of the Board of Directors and is the chief administrative officer of the consortium. He carries out the policies of the Board of Directors and selects and recommends personnel to the Board of Directors who, in turn, make their recommendations to the administering agency. He develops budgets for presentation to the Board of Directors for their review, modification, and adoption. The Executive Director has as a primary function the development of coalitions with agencies, business, and industry outside the consortium which may enhance, strengthen, and support the objectives of the consortium.

Initial Central Staff Requirements

The following staff requirements will facilitate the early operations of the consortium with additional staff to be determined by the Board of Directors:

(1) Administrative Assistant--Duties and Responsibilities:

This staff member is responsible for the conduct of administrative details concerning the operation of the consortium. He is responsible for the selection and development of clerical staff and assists in the development of in-service training of the technical specialist in each of the states or agencies making up the consortium.

(2) Technical Specialist -- Duties and Responsibilities:

These persons (2) have responsibility for technical direction and assistance to the technical coordinators in each state or agency belonging to the consortium. Their primary responsibility is to assist the states in technical areas during the process of developing performance objectives and criterion-referenced measures in Occupational Education and to assure a high level of quality. They plan and organize in-service training programs for the technical coordinators in each state and agency so that uniform technical competence and procedures are applied to each project. Their relationship is that of technical assistance, problem solving, and inter-state project coordination. The qualifications require experience in performance objectives and criterion-referenced measures development.

(3) Research Specialist:

The research specialist conducts continuous research in the performance objective and criterion-referenced measures domain. This person monitors and supervises the computer-base of the project and works with the states and agencies on the dissemination of material. He selects and monitors the **contracts** for material development and production through curriculum laboratories and/or printing firms. Special qualifications require past experience in the computer applications to educational research and experience in curriculum development.

(4) Technical Coordinator:

This person should be an employee of each state or agency belonging to the consortium. The Technical Coordinator supervises and directs all consortium projects within the state and serves as a technical resource and project monitor.

The Technical Coordinator participates in the in-service training programs organized and conducted by the central staff of the consortium. This person also is responsible for reviewing and transmitting products and reports developed within the state or agency to which he belongs. The Technical Coordinator is not responsible to the Central Staff of the consortium. He is, however, responsive to the needs of the consortium staff.

(5) Secretarial and Clerical Staff:

These employees will be selected as needed and may be full time, part time, or hourly employees. It is anticipated that a minimum of two full-time secretarial employees and one full-time clerical employee will be needed to begin the activities of the consortium.

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